

The  
Management  
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UNDERGRADUATE UNIVERSITY EXAMINATIONS  
SCHOOL OF MANAGEMENT AND LEADERSHIP  
DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

**BML 311 : POWER AND LEADERSHIP**

**DATE: 10<sup>TH</sup> AUGUST 2015**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

Read the Case Study below carefully and answer the questions that follow:

**QUCHIZZY LTD**

Quchizzy Ltd is a large professional organization that offers a variety of services that include training and development, management educational services and consultancy. It has grown within a very short period of time becoming a leader in consultancy services in the East African region. This growth has been attributed to the quality of professional staff that the organization has been able to attract over the years. In recent times however, the organization has started experiencing serious problems mostly associated with employee turnover, apathy, conflicts and a sense of hopelessness. This has been attributed to poor leadership. The CEO of the organization Mr. Sumbua was appointed one year ago to replace the long serving CEO who proceeded on retirement.

He has a tendency of turning meetings into staff briefings in which only his opinion counts. Woe unto you if you have a contrary opinion. You will be labeled as being rebellious and every effort would be made to intimidate you and cut you to size. Mr. Sumbua has also demonstrated poor leadership by having "favourites" among the employees. These are the people whom he uses as his informers so as to gather information on what the staff are saying with regard to his leadership and decisions. Organizational rewards like salary increases, promotions and other allowances are awarded on the basis of loyalty to Mr. Sumbua, not to the organization.

Decisions are made without consultations and employees should not raise questions. Threats of punishment have become the order of the day with senior managers being bashed in front of their subordinates. Insulting the staff during the meetings has also become rampant. Mr. Sumbua has also proven to be a very poor mentor who relies heavily on criticism and threats. Worse still, the threats have become emotional outbursts since he doesn't have the power or the audacity to actualize those threats. He has become so predictable such that employees know what to expect whenever they are in problems-empty threats. He has failed to live to the expectation of his staff to the extent that many do not consider him to be a role model. He has severally observed that he is beyond the rules, regulations and policies that govern the staff and that his position allows him to break any of these. In other words nobody can question him. He appears to have lost the confidence and respect of everyone in the organization. What has really disturbed the professional staff in the organization is failure by the CEO to respect professional opinion and advice. The tendency by the CEO to coerce them into agreeing to his arguments has greatly demoralized them. The communication skills of Mr. Sumbua are also wanting especially with regard to the use of abusive language to put the point across.



In the past six months, the organization has lost a good number of employees through resignations. The labour turnover stands at 30 percent. A summary of the exit interviews indicate poor leadership as the main reason behind the exit. This does not appear to bother Mr. Sumbua. In one of the meetings, he dared those who did not like him or his leadership to quit. After all, he had hundreds of CVs in his office and had held discussions with a number of prospective employees who were more than willing to join the organization and lesser pay than that of current employees he asserted. The exits have negatively affected service delivery an increase in customer complaints and exodus.

**Required:**

- a) Explain the power base employed by Mr. Sumbua and its implication for managing an organization. (5 marks)
- b) Describe the influence tactics employed by Mr. Sumbua. (5 marks)
- c) Evaluate the negative outcomes of power in this case. (5 marks)
- d) Citing specific examples from the case, evaluate the impact of Mr. Sumbua's leadership on the employees. (10 marks)

**QUESTION TWO**

- a) Differentiate between power and authority. (5 marks)
- b) Explain the ways in which organizations balance power in favour of men as opposed to women. (10 marks)

**QUESTION THREE**

Evaluate five bases of power that are identified as potential means of successfully influencing the behaviour of others. (15 marks)

**QUESTION FOUR**

- a) Power can have either negative or positive effects. Evaluate the positive effects of power. (5 marks)
- b) Highlight the elements of leadership development programmes. (5 marks)
- c) Explain the four general influence tactics using appropriate examples. (5 marks)

**QUESTION FIVE**

- a) Using the strategic contingencies theory, describe how power is acquired. (10 marks)
- b) Explain five steps to the effective use of power. (5 marks)

**QUESTION SIX**

Discuss what a manager can do to increase organizational power and influence.

**(15 marks)**